
Human Resources Development Strategy

Department Of Fisheries
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January 2006

DEFINITIONS

Human Resource Management and Human Resource Development:

It is important to make the distinction between these two terms:

Human Resource Management (HRM) is an approach to management that recognises the value of employees as the principle resource through which the objectives of an organisation will be achieved. This involves the development and change of organisational structures and systems so, in this context, is a function of inter-ministerial civil services agencies and wider public sector reform processes.

This is beyond the scope of this sub-sectoral strategy, but includes a number of issues that affect staff performance, including:

- Appropriate staff selection and recruitment procedures.
- Control of the placement and movement of staff so that specific skills are not lost through inappropriate transfers.
- Basing promotions on merit and not on length of service.
- The introduction of performance appraisal.
- The introduction of a reward and recognition scheme.

Human Resource Development (HRD) is a part of HRM and focuses on the development of the **competencies**¹ of the workforce through organisational and individual learning and career management and is the **main** subject of this sub-sectoral strategy.

Extension is that type of education which is stretched out to people in the rural areas far and near, beyond the limits of educational institutions to which the formal type of education is usually confined. Moreover, education is an integral part of extension. Because of this, and because of the fact that extension is pursued in agricultural field and many other disciplines to educate, motivate and change the behaviour of the people, this particular branch of science is also known as extension education.

Partners is any individual, group of individuals and/or organization (s) who, on voluntary or cost recovery basis exchange information or materials or implementation activities and who organize them for that purpose in such a way that the individual autonomy remains intact.

In brief, ‘Communicating and exchanging common interest and information within and between organizations for a mutual benefit’.

¹ Competency = $f(KSA)$, where K=Knowledge, S=Skill and A=Attitude

Partners

In line with the vision emerging from the various sub-sectoral strategies of a future Department of Fisheries moving from regulation and control to participation with local communities, the private sector and NGOs and the provision of advice, this strategy emphasises collaboration, linkages and partners throughout. These partners of the Department of Fisheries include:

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| Research & Education | Bangladesh Fisheries Research Institute (BFRI), Bangladesh Agricultural Research Council (BARC), International Institutes, Universities, NGOs, Bangladesh Fisheries Research Forum (BFRF), CABI In-service Training Institutes, Primary & Secondary Schools (Particularly in rural areas), Rural/Regional Training Centres of Youth Development Ministry and Private Sectors. |
| Extension and Community Mobilisation | NGOs, Local authorities (eg. Upazilla Development Coordination Committee UDCC), Religious organisations (Mosques, Madrasas, Mandirs, Gargas) Private Extension Service Providers (e.g. processor, input traders), Community Based Organisations (eg. Fishers, Fish culturists, Fish traders society, Fishermen society), private Sectors and Farmers. |
| Supplies and Marketing | Hatchery and nursery operators, Fry collectors, Vendors, Marketers, Feed Mills, processors, Fry Traders, etc. |
| Departmental and Ministerial Policy and Planning | MoFL, MoAg, MoFE, DAE, DLS, MoE, MoL, MoEny, MoWR (BWDB), LGED, BRDB, etc. |
| Donor and Loan Agencies | DFID, DANIDA, USAID, ADB, World Bank, National Commercial Bank. |

BACKGROUND

Earlier Developments

A Fisheries Training Institute, established in Dhaka in 1960 in a rented house, provided both graduate and under graduate fisheries courses. The FTI constructed a permanent building in 1963 at Chandpur as the ‘pioneer institute in developing human resources for the fisheries sector in Bangladesh’. From 1963 to 1968 the institute delivered similar courses for departmental officers before establishing the Faculty of Fisheries Science at the Bangladesh Agricultural University, Mymensingh.

From 1973 to 2000 a large number of fisheries training centres and demonstration farms were constructed in an *ad hoc* fashion (i.e. not adequately supported by long-term strategic plans) through 35 GoB and donor funded development projects. Of these projects (that all included HRD elements) only one aimed at institutional strengthening of DoF, this was funded by FAO from 1989 to 1993 and was entitled ‘Institutional Strengthening in the Fisheries Sector’.

The project had important recommendations for institutionalising training management procedures and proposed a clear outline for expertise building and career planning for DoF personnel. One of these proposals resulted in the building of the Fisheries Training Academy at Savar by the Third Fisheries Project in 1996-7. Another proposal led to the development of the Divisional level subject matter specialists known as ‘Divisional Trainers’ by the FTEP II project during the period of 2000-2002.

Currently, DoF training facilities comprise one Fisheries Training Academy, seven Regional Training Centres and 23 Technology Demonstration and Training Centres (TDTC) of which only Natore TDTC is fully functional for both training and fish seed production. The other TDTCs produce fish seed and conduct occasional training courses mostly funded through the Youth Development Department.

Training of DoF staff has increased over the years to reflect these developments. In the period from 1973 to 1998 around 8,000 staff attended in-country training and about 450 staff attended short, mid and long-term courses overseas. Between 1998 and 2002 8,833 DoF staff were trained in-country alone. However, practically all of this training has been supported by donor projects (notably FTEP, FFP, NFEP, MAEP/DANIDA).

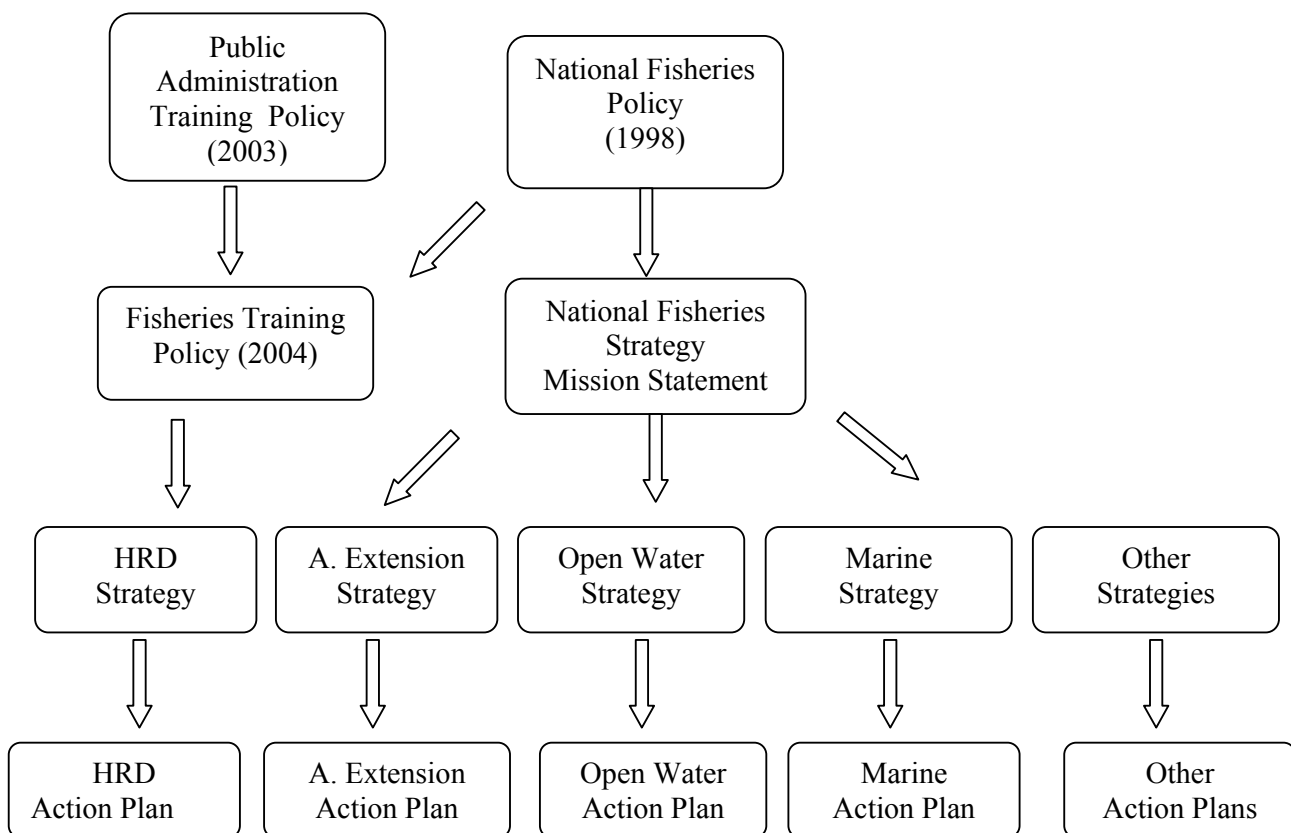
The challenge for the Department and indeed the sector, is to develop a co-ordinated needs-based HRD programme. Many project initiatives have piloted approaches and developed strategic frameworks that can provide the basis for this systematic approach to HRD and this Fisheries HRD Strategy outlines the principles and activities by which DoF plans to facilitate this.

POLICY CONTEXT

During the FTEP II project, various HRD planning documents were prepared by the DoF, such as the Vision Plan for 2020 and an associated Five Year Action Plan of HRD/M for DoF. These were submitted to the Ministry of Fisheries and Livestock, but were never formally adopted as Ministry or Departmental policy. This was largely due to the absence of an overall organisational strategic plan in which to place them.

Two significant strategic planning initiatives have changed this policy environment: Firstly the Department of Fisheries has embarked on a sub-sectoral strategic planning process, with number of sub-strategies and action plans currently under development under the National Fisheries Policy (1998) that will ultimately be combined into a National Fisheries Strategy.

This Fisheries HRD Strategy is part of this process and in addition, all of the other strategies include HRD implications:



Other Strategies and Action Plans will include Monitoring and Evaluation, Open Water, Aquaculture Extension, Quality Control and Shrimp.

Figure 1: Policy Framework

Secondly, the Ministry of Establishment produced the Public Administration Training Policy (gazetted on 12th May 2003) that sets out the objectives, strategies, programmes and administrative arrangements for Government of Bangladesh public service training. Under this policy, the Ministry of Fisheries and Livestock has drafted its own Training Policy that provides a clear framework for the development of Departmental HRD strategies and action plans.

The Public Administration Training Policy states that:

1. 'People are regarded as the most important resource in Bangladesh. It is the talent, the skill, the creativity and the commitment of the people that bring about national prosperity'.
2. 'Having realised the importance of training as an effective means of human resource development, the government has declared its firm commitment to gearing up and orienting training activities in order to enhance administrative, management and technological capacity, augment productivity in all sectors, alleviate poverty, address gender issues, reduce unemployment and achieve sustainable and balanced development having regard to the goals and objectives of the development plans of the government'.
3. 'For improving the performance of the public service training is a major intervention. It can effect or bring about a new administrative practice and culture for coping with rapidly changing technology, the impact of globalisation and the pressure of the free market economy'.

Ministry of Fisheries and Livestock has drafted a 'Fisheries Training Policy' in March 2004 following the 'Public Administration Training Policy'. The objectives of the Ministry of Fisheries and Livestock Training Policy are:

Within the context of the Government's Poverty Reduction Strategy Paper, Five-Year Plan, Three-Year Rolling Plan and National Fisheries Policy/Strategies to bring about a reduction in poverty and sustainable development of the fisheries sector through the optimum use of Human Resources, by strengthening the human resource capacity of the Department of Fisheries, to ensure that public servants at all levels have the requisite knowledge, skills and techniques aiming to develop its primary stakeholders and partners.

The over-arching policy document for the fisheries sector is the National Fisheries Policy (1998) and this includes a section on training.

Objectives of the National Fisheries Policy:

1. To enhance fisheries production and development
2. To alleviate poverty through creating self-employment and improvement of socio-economic conditions of fishers
3. To meet the demand for animal protein
4. To achieve economic growth and increased foreign currency earnings by exporting fish and fisheries products
5. To maintain an ecological balance, conserve biodiversity and improve public health

The Fisheries Training Policy (from the National Fisheries Policy and the Public Administration Training Policy) states that:

Training will be provided to fishers, fish farmers, businessmen and other interested persons on resource conservation, development, management, culture, exploitation and marketing.

- Establish hatcheries, nurseries and production farms will be considered as training centres. Practical training will be provided on aquaculture, business management, fish conservation etc.;
- Fishers, fish farmers and other related persons will be the main target people. However, emphasis will be on vocational training for unemployed youths, school and college students;
- Special training courses will be developed for the newly recruited persons in the fisheries sectors of both government and private organizations;
- Officers will be trained periodically, not only in the probationary period;
- Both public and private sectors will perform fisheries research, infrastructure building, extension, training, demonstration and implementation of the fisheries programme. Private sectors will be encouraged for production, exploitation, marketing and installation of fisheries related industries.

APPROACH

The approach to developing the Human Resources Development Strategy for Department of Fisheries was three-fold:

1. The key documents that lay out the principles upon which the Government of Bangladesh and its cooperating partners are planning and implementing their development activities were reviewed to identify those principles and objectives that relate to fisheries human resource development. These include:

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| International Level | |
| | Millennium Development Goals |
| | FAO Code of Conduct for Responsible Fisheries and Aquaculture |
| National Level | |
| | The Constitution of the Government of Bangladesh |
| | The National Strategy for Economic Growth, Poverty Reduction and Social Development (Draft) |
| | The Government of Bangladesh 6 th 5 Year Plan (Draft) |
| | The Government of Bangladesh 3 year Rolling Plan |
| | The Ministry of Establishment Public Administration Training Policy (2003) |
| Cross Sectoral Level | |
| | National Rural Development Policy (MoLGRD&C 2001) |
| | Environmental Policy and Implementation Plan |
| | National Coastal Development Policy ((1992) |
| | The National Environmental Management Plan (1998) |
| | National Water Policy (MoWR 1999a) |
| | The Bangladesh Water and Flood Management Strategy (1995) |
| | The National Water Management Plan |
| | National Land use Policy (MoL 2001) |
| | National Energy Policy (1996) |
| | National Women Development Policy (1997) |
| Sectoral Level | |
| | National Fisheries Policy (1998) |
| | The Fisheries Sector and Future Development Study (2003) |
| | The MoFL Training Policy (Draft 2004) |
| Sub-Sectoral Level | |
| | A Vision Plan for 2020, DoF (2002) |
| | Training and Extension in the Department of Fisheries- The FTPE-II Experience (2003) |
| | Other Sub-sector Strategies developed by DoF (Draft 2004) |

2. A consultative process involving all stakeholders in fisheries human resource development was undertaken to clarify the current policy context, to agree on the main principles for HRD and to identify required actions. This process was facilitated by a HRD Working Group convened by the DoF at the instruction of the Director General.

The stakeholders consulted, through workshops and discussions, included:

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|-----------------------------------|---|
| Farmers | DoF Staff at all level |
| GoB Funded DoF Projects Directors | Donor Funded DoF Aquaculture Extension Projects |
| GoB Local Government Staff | Private Sector Entrepreneurs |
| NGO Staff | Rural Credit Organization Staff |
| DAE and Project Staff | Research and Development Professionals |
| University Teachers | School Teachers |
| BRDB Staff | Staff of Youth Department |

3. The collation of the findings of 1 and 2 to provide an agreed Fisheries Human Resources Development Strategy and the basis for the subsequent development of an Action Plan upon which the Department of Fisheries and its clients and partners can develop its human resources development activities in a needs-based, co-ordinated and systematic manner.

OBJECTIVES

Objectives of the Human Resources Development Strategy for DoF:

Within the context of the Government's Poverty Reduction Strategy Paper, Five-Year Plan, Three-Year Rolling Plan and National Fisheries Policy (1998) and Sub-sector Strategies (2004) to bring about a reduction in poverty and sustainable development of the fisheries sector through the optimum use of Human Resources, by:

1. Strengthening the human resource capacity of the Department of Fisheries, to ensure that public servants at all levels have the requisite knowledge, skills and techniques to:
 - enable them to make productive use of their potential,
 - respond to the emerging challenges of the sector,
 - assume a greater enabling and facilitating role in the performance of their duties as leaders and agents of change,
 - ensure a balanced and sustained economic growth and development,
 - respond to the issues relating to poverty and gender.
2. Strengthening the human resource capacity of DoF partners in service delivery for other government agencies, non-government organizations and the private sector, and where as appropriate.
3. Ensuring that the Department's primary stakeholders (fishers, farmers, community organisations, processors, traders, consumers etc.) have access to need-based and appropriate knowledge and skills.

Structure of the Fisheries Human Resources Development Strategy:

The chapters that follow reflect the key issues considering other sub-sector strategies and HRD for DoF as its core programme and under the headings:

- Mainstreaming HRD in Strategic Planning
- Developing Capacity to Co-ordinate HRD Activities
- Developing a Systematic HRD Management Process
- Rationalising the Roles and Functions of the Training Centres
- Developing MIS Systems and Linkages
- Collaboration Between Training Providers
- Training in Cross-cutting Issues and Skills
- Training Methods and Materials

MAINSTREAMING HRD IN STRATEGIC PLANNING

Objective: To mainstream HRD in the strategic planning processes of the Department of Fisheries and the Ministry of Fisheries and Livestock.

Fisheries Training Policy of MoFL

The Department of Fisheries has contributed to the development of the Fisheries Training Policy for MoFL to ensure that fisheries stakeholders were adequately represented. This HRD Strategy is based upon the National Fisheries Policy (1998), Fisheries Training Policy (2004) and other sub-sector strategies (2004).

DoF HRD Strategy and Sub-Strategies

This Fisheries HRD Strategy has been prepared in parallel with other fisheries sub-sectoral strategies and is linked to the requirements of these. Once these sub-sectoral strategies have been incorporated in to a National Fisheries Strategy (NFS), a HRD plan will be prepared to reflect the priority areas for development in the NFS. In the meantime, training will continue according to project priority areas but in an increasingly co-ordinated manner with increasingly revenue funded training.

HRD Responsibilities

The Training Wing of DoF will retain a stake in fisheries training policy and planning at both Ministry and Departmental levels, to ensure that the roles of all concerned are clearly defined and consistent.

DEVELOPING DOF CAPACITY TO CO-ORDINATE HRD ACTIVITIES

Objective: To develop the capacity of the Department of Fisheries, particularly the Training Wing, to co-ordinate all aspects of HRD in the fisheries sector, including needs assessment, planning, delivery and evaluation to ensure that training is needs based and appropriate.

Co-ordination

Different sections, projects and programmes within DoF and the sub-sectors should consolidate their training planning, budgeting and implementation wherever possible to move from a position of fragmented, sporadic and uncoordinated training to a systematic programme of Human Resource Development for the Department and the sub-sectors. This process to be facilitated by Training Wing, DoF and as required linked with both the Extension Cell and M & E Wing.

In addition, Government, NGO and private sector training providers should collaborate to ensure that training is conducted by those with a comparative advantage and that over-lap and wastage is minimised.

Functional Linkages

The Department of Fisheries will examine the functional linkages between the Training Wing, training centres, field offices, projects and partner agencies with a view to developing a procedural framework that will allow co-ordinated and systematic development, planning, delivery, evaluation, reporting and review of training activities.

Strengthening of Training Wing

The Department of Fisheries will ensure that a senior staff member, preferably at Director level is assigned with the Training Wing. Only by having a head at this level will the Training Wing have sufficient influence over Project Directors, Heads of Sections, Training Centre Heads and partners to be able to implement a co-ordinated, sector-wide HRD programme.

The Department of Fisheries and its partners should ensure adequate resourcing of Training Wing in terms of staffing, equipment and recurrent funding. Central to this will be on-going staff development and the establishment of some form of dedicated revolving fund. Staff members of Training Wing must have the knowledge and experience about HRD/M and organizational training management.

It is also important to develop clearer links between the Training Wing and Planning and Implementation Section, Administration Section, Fisheries Resource Survey System, Quality Control, Extension Section and Shrimp Cell and projects (DoF and donor-funded) at Department of Fisheries headquarters level.

Establishment of HRD Committee

In addition a committee, headed by the Director General and coordinated by the Director, Training Wing should be established to co-ordinate and support the departmental HRD planning and initiatives. A member from MoFL could be included in this committee to ensure ministerial concerns are included in any training plan.

Objectives of the DoF Training Wing

Objective 1: To provide support to projects, programmes and sections within DoF and its partners in designing and implementing human resource development programmes for all levels of staff and clients, including training need identification, job analysis, performance appraisal, coordinate with Administration Section for post training utilisation, action research and career planning.

Objective 2: To coordinate the compilation of the DoF Annual Training Plan (ATP) and be responsible for the publication of the Annual Training Calendar and supervise the implementation of the Plan. The Department of Fisheries HRD Committee will approve the ATP and review it at the end of the year.

Objective 3: To manage the funding of DoF training activities, ideally through the Training Fund including recurrent GoB funding and project-wise contributions, and ensure rational and sustained funding of the Training Wing itself, the training centres and Upazila and District administrations. Also to ensure conformity of training allowances and other training costs.

Objective 4: To coordinate the training activities of the various DoF projects and programmes.

Objective 5: To rationalise and coordinate the management and programmes of the Fisheries Training and Extension Centres (FTEC) and Training Academy.

Objective 6: To prepare a DoF Training Management Guide to set standards and ensure consistency in the design, implementation and monitoring and evaluation of training activities/programmes.

Objective 7: To coordinate the production of training materials by various projects and programmes within the fisheries sector and to maintain a collection of past and present training materials to minimise duplication of effort.

Objective 8: To develop and manage an electronic database so that information on training matters may be adequately accessed and the training programmes monitored. This will include data on:

- past training of all employees,
- training needs analysis,
- existing training courses,
- resource people,
- training evaluations.

Objective 9: To promote fisheries education at primary and secondary schools and tertiary education institutions.

Objective 10: To ensure that enough well trained and committed staff within the Training Wing are in place and able to meet the training responsibilities of DoF, competently.

Objective 11: To oversee the implementation of the DoF Training Policy and HRD Strategy.

Department of Fisheries Staff Training Management (in-country)

a. Administrative Training

The Public Administration Training Policy requires that all DoF staff attend administrative training at the beginning of their service and at regular intervals throughout it. This includes Induction Training, Foundation Training and In-Service Training¹.

Whilst some Induction Training and Foundation Training is currently carried out, this is done on an *ad hoc* basis and does not include all staff. Training Wing should take the responsibility for further developing the Induction Training modules and ensure attendance by all newly recruited staff, possibly at the Fisheries Training Academy Savar. Foundation Training remains the responsibility of the Bangladesh Public Administration Training Centre (BPATC). In-Service administrative training will be planned and conducted by the Training Wing or other training providers as appropriate.

All Class 1 Cadre Officers must complete a two-year probationary period. Again, whilst this is primarily the responsibility of the Administration Section, Training Wing should also be involved to ensure that any required remedial training required is provided. Training wing will also carryout this process for non-cadre officers where as possible.

b. Job Specific (Technical) Training

In-service technical training will be planned and implemented by the Training Wing according to need and according to a Training Management Guide to maintain a set standard, uniformity and consistency in design, delivery and management of training programmes (see next section) aiming to address the primary stakeholders needs.

Department of Fisheries Staff Training Management (overseas)

To enhance the efficiency and effectiveness of DoF staff and to contribute to their personal development and that of the Department, overseas training should be regularly organised. The principles for selection of participants and courses and other provisions are detailed in the Public Administration Policy.

Such training should be managed by Training Wing, although individual projects and programmes will be required to supply details of appropriate contacts and courses where appropriate.

¹ Refer to the Public Administration Training Policy for details.

DEVELOPING A SYSTEMATIC HRD MANAGEMENT PROCESS

Objective: To develop and implement a systematic Human Resources Development management process so that the staff of the Department of fisheries and its clients and partners are able to meet the emerging challenges of the sector.

Training Needs Assessment

As training should be based on need, it is necessary to clearly define the technical, social, administrative, management and organisational skills required by DoF, its clients and its partners in service provision for them to achieve sectoral goals. This will involve:

- Identifying sectoral priorities from the on-going fisheries strategic planning process
- Identifying institutional priorities for DoF and its partners
- Defining and setting clear job descriptions for all levels of staff of DoF and its partners to create a better understanding of their duties and responsibilities. The organisational goals and vision must be reflected in these job descriptions.
- Regularly assessing job performance according to the job descriptions through interview, workshop, questionnaires and performance appraisal and identifying “training gaps”.
- Developing a process (such as the Divisional HRD Strategy) that ensures that staff training of service providers is based on the needs of the primary stakeholders.
- Identifying pre-service and in-service training needs of DoF staff as per the requirements of the Public Administration Policy.
- Specifying training needs linked to individual real needs and organisational strategic needs.

Training Planning

Once training needs have been established, appropriate plans should be developed to address these needs. This will involve:

- The establishment of a DoF Human Resource Development Committee.
- Prioritising training needs and identifying appropriate training providers for these stakeholders.
- Defining interventions/courses: A comprehensive Annual Training Plan including contents should be prepared by the Training Wing on the basis of prioritised needs for the staff of DoF, its partners and its primary stakeholders. Training will not always be through formal courses. In some instances other methods, such as distance learning or attachments, may be more appropriate.
- Identifying appropriate trainers. These may be DoF staff (usually Divisional Trainers) or contracted from other institutions, NGOs or the private sector.
- Identifying appropriate training venues. These may be DoF training centres or other more appropriate locations.
- Produce a annual training calendar.
- Identifying funding: A strengthened Training Wing will move away from project-by-project funding arrangements for training activities and allowances to a co-ordinated programme approach. A range of possible funding mechanisms will have to be explored including the management of a revolving fund and decentralised funding of the Training Centres. Considerable progress has already been made towards revenue funding of DoF staff training activities with the establishment of a Training budget head and the disbursement of funds to the training centres.

Training Delivery

The Training Wing will play a central role in the co-ordination and assuring quality control of training activities, whether in the fisheries training centres, at other venues in-country or overseas. This will involve:

- Ensuring the implementation of the agreed Annual Training Plan
- Producing and enforcing a Training Management Guideline, to ensure uniform approaches, standards and allowances (both in-country and overseas)
- Tendering for overseas training where appropriate
- Processing GoB approvals for overseas training

Monitoring and Evaluation

All training activities falling under the annual training plan (both in-country and overseas) should be monitored and evaluated. This will involve using a cost effective, Sample based system developed in coordination with the DoF M & E strategy and Cell include:

- Developing formats for training monitoring and evaluation to be used by Training Wing, trainers and participants.
- Ensuring that these formats are used to monitor and evaluate all relevant training activities.
- Reviewing and adjusting the courses/activities on the basis of evaluation.
- Keeping detailed quantitative and qualitative records of all training activities.

This will be the responsibility of the Training Wing, under the supervision of the Monitoring and Evaluation section.

Reporting Procedure

- All training centre will prepare the monthly, quarterly, half yearly and yearly training report and submit it to Training Wing.
- Training Wing will review all the reports and take necessary actions.
- Training wing will produce a annual training report and circulate it to the HRD Committee and different stakeholders.

Appropriate Posting of Trainees/Post Training Utilisation

To make best use of training and to derive maximum value for money invested in training, due attention should be given to post training utilisation of the trained manpower. This will involve:

- The Administration Section of the Department, in consultation with the Training Wing, will exercise with due care regarding placement of officials on completion of their training. To ensure proper use of trained persons, post-training assignments will be determined before completion of the training courses. On completion of training an officer will, if the training is of a technical nature or involves any special or professional knowledge, work for at least one year in the Department².
- At the end of a training course the participants will prepare an action plan for utilising training at the workplace and the implementation of the plan should be reviewed by the training institution and the results should be transmitted to the client organisation.
- At least one Divisional Trainer to be posted in each training centres.

² For further details of conditions of post training utilization and career progression, refer to the Establishment Manual.

RATIONALISING THE ROLES AND FUNCTIONS OF THE FISHERIES TRAINING CENTRES

Objective: To review and rationalise the roles of the Fisheries Training Academy and the Fisheries Training Centres in terms of the needs of the Department of Fisheries and the sector.

Functional Analyses

It has been widely recognised that the training centres are under-utilised and that the farms have outlived their original function. Furthermore, the designations and posts of the training centres have not been revised for decades resulting in a considerable miss-match between staffing, physical facilities, need and function.

A strategic review and plan for these training centres is urgently required and to provide a baseline for further planning, the functional analyses of the training centres, started during FTEP II (five training centres and seven farms), should be completed.

Matching Supply and Demand (a Strategic Plan)

Following the functional analyses a plan should be agreed for these institutions to maximise their contribution to the country's current and emerging needs in aquaculture and fisheries development.

This plan should take into account the potential contribution of these facilities to human resource development, maintenance of genetic purity of cultured species, partnerships with other institutions and extension and training for the fishing and farming communities.

A logical platform for this plan would be to implement the recently developed Divisional Human Resources Development Strategy through the Training Wing, where training needs are assessed every three years and resultant training plans developed for the training centres according to the needs of DoF staff, partners and primary stakeholders.

The strategic plan for the training centres should include increased continuous funding for staff development training from the government revenue budget or through some system of pooling project training funds.

Infrastructural Development

Once a clear plan has been developed for the training centres and farms, a programme of infrastructural development and on-going maintenance should be established. The Training Centres have their own bank accounts and can use income for running costs, so contracted training for other agencies, especially partner NGOs, and projects should be increased to ensure maintenance of the facilities. In the past sporadic project interventions have renovated these centres so that they can carry out project training and to prevent total dilapidation.

The Fisheries Training Academy and three of the training centres have computers and access to e-mail facilities. Easy communication with the Training Wing and clients is essential for smooth operation of these centres.

Curriculum Development

Curricula should be developed to match need. Many training materials have been prepared by various projects over the years, so it is largely a case of up-dating and reproducing these. This process should be co-ordinated by the Training Wing in collaboration with the DoF Information Centre and individual projects.

Staffing and Management Development

The Training Centres and Academy have designated posts such as Principal, Training Officer and Director however, as there is no strategic HRD plan and most of the training carried out at the centres is conducted by project staff, these trainer/instructor posts are either vacant or not filled by qualified training staff. The functional Analyses carried out by FTEP II showed that vacancies stood at 64% for senior officers and 29% for ancillary workers and that the filled posts were inconsistent with the existing workload and capacity of the institutions.

Staffing of the centres should be adjusted in the light of the planned activities from the strategic plan. Currently few of the staff posted at the training centres have relevant experience or skills in training delivery and management, although DoF has around 72 highly trained specialist trainers (Divisional Trainers) posted as Senior/Upazila Fisheries Officers, Extension Officers, Hatchery Officers and Research Officers.

Revised organograms and staffing structures would improve working efficiency and reduce operating costs. This would require revised Job descriptions and also the transfer of staff from training centres with excess staff to those with a shortage. Incentives for staff posted to training centres specified in the Public Administration Policy make the posting of some DTs to training centres more feasible³.

Institutional Arrangements

Although Training Wing has the responsibility to co-ordinate the training activities of DoF and projects, there is no formal functional linkage between the Training Wing and the training centres. Training centres currently report directly to the D.G. Functional linkages between Training Wing, training centres and projects should be established.

Training Guidelines

There is a need to establish standardised training management procedures across the training centres. This includes training materials and methods, evaluation procedures, and financial arrangements (seat rent, venue charge, food arrangements and use of revenues).

³ Refer to the Public Administration Training Policy for details

DEVELOPING MIS CAPABILITY AND LINKAGES

Objective: To re-instate and adapt computerised databases for training management and to link these to other DoF sections, particularly the Administration Section and Training Centres.

At present most of the information in the DoF relating to training and administration is paper-based, which is laborious to compile, difficult to access and, for historical data, incomplete.

For systematic HRD management, it is essential to use a computerised system, so that information relating to staff (postings, job descriptions, training attended, training needs, etc) and training activities (trainers, course contents, costings, course evaluations, reviews, etc) are recorded and accessible.

Such a system, called the Training Information Management System (TIMS), was developed by FTEP II consisting of three sub-systems:

- a. Training Need Assessment System
- b. Training Database System
- c. Monitoring and Evaluation System

This system should be re-instated and adapted to suit the requirements of the Training Wing and the DoF Management Information System. Priorities should be to complete data entry on the TNA system so that all current DoF staff are included and to ensure compatibility with the DoF Administration Section though the newly established LAN and links to other fisheries projects and programmes.

As well as re-instating a TIMS system appropriately trained staff should be posted in the Training Wing and the training centres to ensure continuous up-dating of information and the sustainability of the system.

Funding should also be made available through the government revenue budget to maintain both training information systems and the overall DoF Management Information System.

COLLABORATION BETWEEN TRAINING PROVIDERS

Objective: To encourage DoF and other service providers to share training resources to make more efficient use of these resources and to reach the large number of primary stakeholders in the fisheries sector.

Government Staff Providing Training to Other Stakeholders

DoF has a competent team of 72 trainers and many fisheries experts. Using their skills and training centre facilities DoF can sell training to private sector entrepreneurs, other government departments, national and international NGOs and foreign donor agencies. This would help DoF maximise use of expertise and resources, increase revenue and create working opportunities for training centre based staff.

In any case, no matter how well-trained DoF staff are, there will never be enough of these to provide services to all producers across the country. Their partners in service delivery must also be trained so that they can assist in this process.

Government Staff Receiving Training from Other Stakeholders

In some cases it may be appropriate for non-government training providers to train government officers or to assist with such training.

Role of the Department of Fisheries

The above arrangements are consistent with the Public Administration Training Policy, that encourages training for partners, government and private sector collaboration, and networking with counterpart training institutions.

The roles of the Department of Fisheries within such collaborations will normally be co-ordinating training plans, quality control, monitoring and evaluation.

TRAINING IN CROSS-CUTTING ISSUES AND SKILLS

Objective: To build capacity within the sector to mainstream cross-cutting development issues such as poverty, gender awareness, community facilitation, monitoring and evaluation, environment and quality control.

Whilst DoF and its partners have expertise in technical fisheries subjects, there tends to be a scarcity of knowledge and skills relating to emerging cross-cutting development themes such as:

- Decentralised planning and service delivery
- Participatory planning and community facilitation
- Process monitoring and beneficiary impact monitoring
- Awareness about environmental impacts
- Monitoring and evaluation of environmental impacts
- Maintaining product quality
- Maintaining production sustainability, i.e. interrelationships between production technology, social and economic aspects and environmental aspects.
- Poverty targeting
- Gender awareness
- Mainstreaming Human Rights and Good Governance issues as a means of improving access and customary right of poor landless and marginal farmers/fishers to the common Projects Resources they depend upon

There is a need to develop capacity in these areas and to ensure that appropriate training is carried out. This will require an identification of the agencies with the best comparative advantage to promote these issues and skills and mechanisms for ensuring that they are mainstreamed in government and non-government development initiatives.

TRAINING METHODS AND MATERIALS

Objective: To ensure that appropriate training methods, high quality training materials and up-to-date technologies are available to all stakeholders in the fisheries sector.

Training Methods

The Divisional Trainers have been trained in participatory and interactive methods of training. An on-going of training of trainers (ToT) programme should be established, with DTs as resource people, to ensure the maintenance and development of such methods and to prevent a gradual slip back to the traditional lecture methods.

Where appropriate, the use of modern technologies should be exploited to allow the use of internet based learning opportunities.

Training Materials

DoF should have a set of standardised training modules, manuals and materials to address its stakeholders needs, staff training needs, organisational goal and policy which are made available to the relevant individuals and organisations. At present projects, programmes and individuals usually develop their information and training materials independently, leading to duplication of effort and lack of quality assurance.

Training modules/manuals should clearly spell out objectives, outlines, session schedules, session plans, materials and notes, resource persons and expected outcomes from the programme. This outcome should be measurable and verifiable as far as possible through evaluation. Evaluation criteria should be designed accordingly.

The Information Centre, DoF (ICD) should be the central repository for these materials (with master copies stored in the Extension Cell) in the short-term, with links to a renovated library, training centres, Upazilla offices and Union level resource centres in the longer-term.

Training Wing and Extension Cell should develop a joint extension and training materials management strategy to ensure the availability of such materials to the appropriate stakeholders and locations.

Research/Extension Linkages

Linkages should be developed between the extension and training service providers and the research services to ensure that the latest research findings and recommendations are translated into appropriate information and training materials for the various stakeholders. This will require stronger and more formal linkages between DoF, NGOs, the private sector and universities and research institutes and programmes.